



Corporate Policy

Communication



1 OBJECTIVE

The purpose of this Policy is to guide FORESEA's communication with a view to strengthening our institutional identity with various stakeholders. The practice of the Policy on Communication helps the various audiences in our relationship to have a perception of what we want for FORESEA:

- For members, FORESEA is the future.
- For society, FORESEA helps to build a better world.
- For customers and users, FORESEA is a model of efficiency and quality.
- For public agents, FORESEA is an example of integrity.
- For suppliers and service providers, FORESEA is a partner.
- For young students, FORESEA is an object of desire.
- For the media, FORESEA is transparent and reliable.
- For civil society entities and academia, FORESEA is collaborative.
- For class entities, FORESEA is representative.
- For the financial market, FORESEA is solid.

2 APPLICATION

This Policy is applicable to FORESEA, including their subsidiaries that do not have a Board of Directors, to all members, Officers and members of the Board of Directors, in any jurisdiction.

In addition, this Policy serves as a guide for the members of the board of directors appointed by FORESEA, in subsidiaries or affiliates, so that, in line with all other directors, they approve and implement a policy on communication containing the principles, concepts and all other guidelines defined and explained in this policy, without neglecting, however, to promote the complements and other guidelines which are necessary for adaptation to the characteristics of their respective businesses and to the contributions of all other directors.

3 ACRONYMS AND DEFINITIONS

Action Program (PA): A document explaining the responsibilities of members in a given period, whose focus is the expected results of the work of each one and not the tasks that must be performed. It also contains the delegation they receive, and the commitments they take on.

Brand: set of attributes, symbols and identity of a company; it is what identifies and differentiates it.

CA-FORESEA: Board of Directors of FORESEA. Executive collegiate, deliberative body, responsible for approving the strategic direction and monitoring the company's performance, deliberating on other matters within its competence and exercising the control functions that are relevant to them.

Civil society: group of voluntary organizations that serve as articulation mechanisms of a society.



Image: how stakeholders interpret and perceive the company at a given time.

Image risks: Events which may jeopardize stakeholder confidence in FORESEA's ability to fulfill their undertakings, principles, concepts and values, and acting with ethics, integrity and transparency.

Maturity of the Communication Plan: Matrix used to monitor strategy and performance in communication.

Positive reputation: conveys confidence, influences value perception, stimulates competitiveness and generates opportunities for new businesses.

Quality of exposure in the media: Evaluates FORESEA's brand exposure in the media (TV, newspapers, radio and web) and social media.

Reputation: perception that the various stakeholders have about the company, considering their knowledge, expectations and accumulated experiences. It is the emotional and rational bond that promotes a favorable or unfavorable predisposition towards the company. Credit of confidence, admiration and respect accumulated over the years.

Reputation index: Measures the level of trust, admiration, respect and esteem for a company. Preferably performed, together with society, members and strategic influencers.

Stakeholders: customers, shareholders, members, users, partners, creditors, suppliers, outside partners, service providers, surrounding communities, authorities, media, opinion makers, business leaders, class entities, NGOs, governments and regulatory agents and funders who may either affect or be affected by FORESEA's activities, goals or policies.

VP: Vice President of the company.

4 DESCRIPTION

4.1 For transparent and strategic Communication

FORESEA's organizational culture is guided by a humanist philosophy, focused on values and on the strength of people, whose essence complements the commitment to generate wealth, with ethics, integrity and transparency, for all stakeholders. Our way of relating and communicating follows the same principles.

For us at FORESEA, communication is strategic, as it is through it that we are perceived. Communication is essential to establish relationships of trust, influence and be influenced, mobilize forces and build or consolidate a positive reputation. To do this, our communication is honest, accurate and consistent. Surviving, Growing and Perpetuating are foundations of our culture that presuppose that we are responsible with the right to life of future generations, ensuring them better conditions than those we received from generations that preceded us.

Through communication and relationship with stakeholders, we make knowledge, information and aspirations common, essential for us to be able to satisfy customers and shareholders, produce wealth and benefit society.



For FORESEA to be recognized and admired, we need to have visibility, we act transparently and we are connected, living in tune with society.

Acting transparently is to:

- Talk to the member e all other stakeholders
- Report practices and attitudes
- Be accountable for commitments
- Announce results
- Be honest in all relationships
- Assume mistakes
- Share knowledge

4.2 The member's role in communication

We are convinced that the construction, preservation and strengthening of a positive reputation for FORESEA is a challenging and valuable mission, in which each of us, members, is the protagonist:

- We undertake, with our attitudes and behavior, the individual and inalienable responsibility to contribute to building and consolidating FORESEA's image and positive reputation;
 - ✓ Image & Reputation are built from the outside in.
 - ✓ Brand is built from the inside out.
- We act with integrity and contribute to the creation of an environment of trust in the relationships with each stakeholder;
- We are committed to transparency and convey clarity, objectivity and conviction to generate external understanding about who we are and about building our future; and
- We preserve the corporate security of sensitive and relevant information to which we have access, not exposing it to third parties through personal contacts or dissemination on social media; we respect the defined spokespersons and the dissemination strategy conducted by FORESEA's Person in Charge of Communication and their team, in line with the VP Controllershship and Management, who leads the Communication area.
 - Examples of matters to preserve corporate security:
 - Operation strategy
 - Business information and negotiations
 - Intellectual property
 - Legal negotiations

4.3 Our Identity

The FORESEA brand has a unique identity, strengthened by the culture, the diversity of members, our behaviors in line with our principles and the quality services we provide society with.



Our identity is in all our expressions, such as the logo, language, editorial content, website, sponsorships and social actions, as well as in our culture and in our policies, guidelines and corporate practices and in the relationship with stakeholders.

So that our identity is well represented, guide the institutional discourse and the content of all communication actions, we adopted a Brand Platform, which is formed by the logo, creative concept, purpose, personality, positioning, public and values (inside perspective).

4.4 How we communicate

4.4.1 Ethics, integrity & transparency

Through attitudes and behaviors, and through the practice of FORESEA's culture, policies and all other guiding documentation, we demonstrate, internally and externally, that we are convinced and committed to operating with ethics, integrity and transparency.

Actions that evidence such practice strengthen FORESEA's positive reputation, as well as their role in society.

4.4.2 Ability to Talk

The ability to talk is permanently exercised by leaders and followers. We prioritize communication and personal dialogue that make interaction, exchange of ideas and the search for alignment possible in a clear, transparent, accurate and open way to influence, and willing to also be influenced.

- We are committed to influencing and willing to be influenced, seeking to do the right thing;
- We listen carefully;
- We speak and write respectfully, clearly, transparently and accurately;
- We make it easier to exchange ideas and the search for alignment with all those involved;
- We receive and provide truthful and constructive contributions;
- We have tone of voice, posture and gestures that create empathy;
- We focus on the solution

4.4.3 Spokespersons

We have designated and qualified spokespersons to represent the company institutionally. Only the spokespersons have the consent and legitimacy to speak on behalf of FORESEA in interviews and hearings with the media, public agents and entities.

Still, contact with the media is always coordinated and monitored by the Person in Charge of Communication at FORESEA or a member of their team.

If we are contacted by the media, we must seek out the leader and the Person in Charge of Communication at FORESEA so that the matter is properly addressed.



With the exception of the designated spokespersons, we as members are not empowered to respond to the media on behalf of FORESEA.

4.4.4 Style & language

Our preferred form of communication is verbal, which must be objective, direct, constructive and empathetic. Written communication, used to complement verbal communication, is respectful, clear, simple, objective, accurate, light and fluid.

4.4.5 Channels

We provide effective, formal and institutional transparency to our actions in multiple channels and vehicles, respecting the language characteristics and profile of each. We have an active presence on social media, establishing a two-way communication.

It is up to the Person in Charge of Communication at FORESEA to define the channels in which we are present and the content to be disclosed, as well as the adoption of a media plan consistent with the company's moment.

In the personal use of social media, we distinguish our own opinions from the company's position, we preserve classified topics and FORESEA's reputation.

4.4.6 Language

Portuguese is FORESEA's official language, and we recognize the rich linguistic diversity within the company. In this regard, institutional, internal and external communications are also disclosed in English.

4.4.7 Corporate Memory

We preserve FORESEA's historical heritage, aiming at perpetuating corporate memory and valuing our history and culture. For this, we keep our collection of information up to date and ensure its content is available for consultation.

4.4.8 Indicators

Communication is efficient when (i) it is in line with the brand strategy; (ii) it strengthens the relationship with stakeholders; (iii) it promotes positive visibility; and (iv) directly contributes to boosting positive reputation.

We encourage every communication action to have its effectiveness measured, with prior and subsequent evaluations, in isolation (action by action) and jointly (contribution to reputation). The results can be determined by using media monitoring tools and/or through opinion polls, commissioned with a specific scope.



Institutionally, the following are monitored from time to time by the CA-FORESEA:

- indicators that measure the quality of exposure in the media;
- internal and external reputation; and
- maturity of the communication plan.

4.5 Relationship with stakeholders

In order to gain trust, empathy, respect and admiration, which are essential for good reputation, we seek qualified dialogue with all the stakeholders with whom we relate.

We encourage DrillCo's permanent relationship with stakeholders to ensure transparency, exchange of knowledge, accountability and evaluation of our initiatives.

In addition, DrillCo implements a specific strategic relationship plan with the corresponding stakeholders, including the priority(ies) and goal(s) in the Action Programs (PAs) of the leaders, for monitoring and evaluation purposes.

The relationship with some of our stakeholders is based on the guidelines below.

4.5.1 Members

- Our communication always starts with us, members. We are the ones who relate to all other stakeholders, inside and outside our professional activities. It is essential, therefore, that we are the first to learn about relevant information about FORESEA and their businesses, preferably through an open dialogue with the leaders.
- The internal communication channels, managed by the Person in Charge of Communication at FORESEA and their team, are complementary instruments so that the company's strategy, information on cross-cutting topics, relevant facts and business decisions are quickly transmitted.
- Internal communication contributes to disseminating and stimulating cultural concepts and practices, promoting a positive work environment and generating engagement with FORESEA's goals, targets and purpose, in order to reinforce the pride of belonging.

4.5.2 Society

- Communication is treated as a priority and strategically for society in general, as it is based on it that FORESEA's reputation is formed.
- We build a transparent relationship with society through, but not only, constant dialogue with the media and opinion makers. To this end, we are disciplined to clearly and timely communicate relevant FORESEA information which is of interest to society.



4.5.3 Customers

- Our businesses satisfy customers through efficient and quality services.
- We maintain an open and transparent communication channel with our customers, always aimed at meeting their demands and needs with integrity.

4.5.4 Public Agents

Our relationship with public agents, their representatives and regulatory agents, in various scopes and operation levels, is conducted with ethics and transparency, in strict compliance with legal requirements, with the Policy on the Compliance System and with the specific Compliance guidelines.

4.5.5 Civil society entities and academia

Our interaction with civil society entities and academia is the result of convergence and common interests and commitments, which main purpose is the exchange of experiences and lessons learned. This relationship allows us to promote joint initiatives for the benefit of society, understand trends and expand access to new technologies.

4.5.6 Class entities

- We believe that sectoral representation, through active participation in class entities, is a way of relating to legitimate interests. It is an important instrument for leveraging competitiveness, contributing to sustainable development and improving the business environment.
- It is up to FORESEA's President and Vice-Presidents to identify partner associations and class entities that have goals which are consistent with our company's strategy and purpose, and the creation of an action and relationship plan suited to the entity's profile.
- Criteria such as reputation, segments of activity and recognition by regulatory institutions are considered for decision-making in relation to the entities with which FORESEA relates.

4.5.7 Suppliers and Service Providers

- Our suppliers and service providers are true partners and act as important players in building FORESEA's reputation.
- We are open to dialogue and, with transparency and proximity, keeping them trained and aligned with our Policies and informed about our commitments, operations, corporate purposes and priorities.



4.5.8 Media

- The media plays an influential role in shaping public opinion and disseminating information about the world, including the corporate environment. Therefore, we promote permanent contact and a transparent, respectful and reliable relationship.
- We always seek to be proactive in disseminating relevant information about FORESEA.
- We anticipate possible events which may have an exposure that impacts FORESEA's reputation.
- We are solicitous in meeting demands, with no distinction or discrimination of subjects and types of vehicles, whether digital or conventional.
- We respond to the media demands, in order to:
 - provide information;
 - grant interviews;
 - take part in debates or discussions; and
 - preserve ethics and integrity in decisions and attitudes, and ensure transparency of disclosed data.

4.5.9 Financial Market

- The relationship with financial institutions presupposes reciprocity, assertiveness and transparency. Our posture ensures us credibility and lasting relationships.
- The VP of Finance and Investments and their team maintain an ongoing, transparent relationship with banks and all other agents in the capital market.

4.6 Image Crisis Management

The image crisis is a group of events that increase negative exposure and affect our main image asset: reputation.

Avoiding a crisis depends on the early identification of risks which are inherent to our activities that have the potential to generate negative image exposure. It is the role of leaders and their teams, with the support of the Person in Charge of Communication at FORESEA to identify image risks. Having an up-to-date risk mapping and complying with the policies and guidelines helps us to protect the reputation of FORESEA..

The Person in Charge of Communications at FORESEA and their team manage image crises in the following circumstances:

- when they are facts originating at FORESEA or in the companies and partnerships in which we participate;
- when there is a business crisis with a potential impact on FORESEA's brand; and
- when it involves facts related to the safety of our members or assets.



Crises are prevented whenever possible, and mitigated, managed and communicated when they are unavoidable. In the event of a crisis, we must understand the triggering event for the appropriate referral of actions and the expected outcome. We have procedures, training with drills and defined responsibilities to address crisis situations.

4.7 Far beyond words

Communicating transparently and strategically is not simple, it requires creativity and innovation and is the responsibility of us all.

Communication goes far beyond written, spoken words or pictures. It is in the gestures, signs, examples, likes and shares, attitudes, in the ability to dialogue, influencing and being influenced, in the ability to listen and in the tone of voice. Communication is present in the FORESEA brand itself.

4.8 General Provisions

If there is any doubt about the content of the Communication Policy, the member cannot omit and must seek clarification through their direct leader or, if necessary, through the FORESEA Communication team.

4.9 Awareness & Certification

All FORESEA members and all other audiences covered by this document must be aware of this Communication Policy within a maximum of 90 days after the date of its approval.

5 RESPONSIBILITIES

Duties and responsibilities are described throughout this Policy.

6 REFERENCE DOCUMENTS

- Policy on the Compliance System.

7 REFERENCE PROCESSES MAPS

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8 ANNEXES

NA